

CANADIAN

Welfare

**SAY
YES**



**to all
Red Feather
Services**

● *Give enough*

THROUGH YOUR COMMUNITY CHEST

**SEPTEMBER
1950**

Across Canada during October this poster will be displayed on billboard panels, in shops and factories, in banks and department stores to remind Canadians to SAY YES to their local Red Feather Services and to give enough through their community chest.

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OFFICE OF THE PRIME MINISTER

Canada

I am glad to have this opportunity to commend to the people of Canada the Community Chest and Welfare Federation campaigns being held throughout the nation this fall on behalf of the social welfare agencies which are united under the symbol of the Red Feather.

Social Welfare programmes have come to occupy an important position in the life of modern society and, while governments are providing welfare services on an increasing scale, there are a great many particular needs which private and voluntary agencies alone can meet.

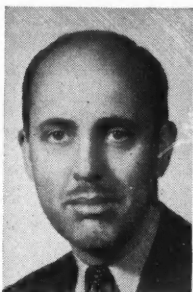
These voluntary welfare agencies depend for their continued existence and effectiveness upon our generosity and, as Prime Minister, I consider it a privilege to urge my fellow citizens to give generously to the Red Feather services through their local Community Chest or Welfare Federation.

Louis St. Laurent

Prime Minister.

Ottawa, 1950.

Multiple Appeals



Carl Reinke

All Red Feather workers believe in united fund raising and co-ordinated planning. We know they provide the obviously sensible way of supporting and conducting our voluntary welfare services. We know the value of uniting the constructive forces in our communities and so we realize that our annual financial campaigns are much more than a mere chore, that they are a rare opportunity for community organization.

We all know that. The logic of our basic principle is undeniable. But we still need to remind ourselves and our fellow citizens of it because we tend to take too much for granted.

There is always the danger that we may find ourselves drifting back to the chaotic state from whence we came—a state in which each new group, service or vested interest—worthy or unworthy—competes wastefully.

Our chests are growing in strength and number. Our Red Feather services are expanding. But the basic problem of multiple appeals is growing even faster—and will continue to do so unless we are more aggressive about promoting co-ordinated effort in this field. If we fail to do so, all fund-raising will suffer.

What is your community doing about the problem of multiple appeals? Has a committee been studying the problem in a systematic, organized way? Is consideration being given to the establishment of an appeals review committee? Is your chest willing to consider inclusion of all appeals which have legitimate claims in the community and which there is reason to believe the community is willing to support? Is a federation of health and other specialized non-chest agencies under consideration? Are federated funds developing within industrial plants and if so, what is the chest doing about them?

We Canadians tend to undersell ourselves on our own merits. We shy away from anything which smacks of self-promotion. But we have a proven principle in the community chest movement which we must "sell" and promote every day of the year in the interests of efficiency and general welfare in our own communities.

—Carl Reinke,
National Chairman,
Community Chests and Councils Division,
Canadian Welfare Council.

The Chest Idea

By PHILIP S. FISHER, C.B.E.

AS ONCE again the annual fall campaigns for our community chests approach, it seems worth our while to have yet another look at the chest idea, to ask ourselves what it should and should not be, what it should and should not try to do.

The chest idea and chest operation have grown enormously in the last quarter century. Has this growth been valid? What has the chest got that non-chest welfare operations haven't?

Firstly, two things the community chest is not.

It is not just a group of welfare organizations joined together for money raising convenience, splitting the total "take" and then going their own separate ways, with no joint planning of work and no

common responsibility for performance.

It is not a givers association organized on a "one gift a year" basis, with money collected and doled out by a givers' committee to welfare organizations on a take it or leave it basis.

The essence of a community chest is that it is a community wide partnership operation, bringing within its orbit and reconciling to the greatest possible extent the wants and the capacities of many different sections of the community all interested in welfare.

Chests have been criticized as representing too great an "organization" of charity, but a brief glance at social history will provide a ready answer.

In its simplest form welfare, or to use a more old fashioned word, charity, grows out of a contact between a human being in difficulty, and another human being who wants to help—the story of the Good Samaritan.



Philip S. Fisher, C.B.E.

Mr. Fisher is President of the Southam Press, and over the past eighteen years has found time to be actively associated with Montreal and national social work. He has been Campaign Chairman for the Welfare Federation of Montreal, and Chairman of their Board of Directors and Governors. He has also served as President of the Montreal Council of Social Agencies and as trustee of the McGill School of Social Work. From 1940-49 he was President of the Board of Governors of the Canadian Welfare Council and is now its Honorary President.

There is room for Good Samaritans in any community but as the size of a community grows, the Good Samaritan technique by itself fails at two points. Those willing to help and those needing help fail to come in contact with each other, and those willing to help often just haven't got the "know how" to do a proper job.

Our orphanages, our old peoples homes, our family service bureaus, our children's aid societies were the first, and in a measure, successful attempts to make good the weaknesses of the original Good Samaritan idea. That they left something lacking was not due to any weakness in their individual operations so much as to the fact that they were tackling the problem piece-meal without necessary collaboration—often without recognizing that collaboration was necessary.

The first efforts at seeing the welfare needs of a community as a whole came with the formation of the councils of social agencies. Here was an effort by people of goodwill and experience to step back from the operation of the individual agencies and say "There are gaps here"—"There is overlapping there"—"Is so and so the best way of doing such and such a thing?" And the minute these questions were asked, others followed—"How much money have we got?"—"Where should it be spent?"—"Do we need and can we get more?" And so came budgeting committees and welfare federations and chests.

As a matter of history, chests came before councils in some cities. No matter, the fundamental is the establishment of the community-wide partnership operation including the work of the agencies, the planning and review and budgeting of the work, and the provision of the necessary money.

The chest must relate itself specifically to five groups in the community—

(1) Those who need help. The chest must be aware of community needs, and as these needs are never static, it must have a policy and a program of continuous appraisal and re-appraisal of what those needs are.

(2) Because the chest is not alone in this field of human need, it must likewise continuously relate and adjust itself to other community services such as government welfare departments, hospitals and other health services, and the school system. More flexible than most of these, its program should be aimed not only at ensuring that there are no gaps in the overall pattern, but, as knowledge and experience grow, that services are altered, developed, or initiated as old needs change and new arise.

That there are other welfare agencies operating outside our community chests does not either invalidate the chest idea or stamp these individual agencies as unworthy. Many of them, not in the chests, are members of councils of social agencies. It is to be hoped the future will clarify the picture. Rome was not built in a day.

(3) The chest is not itself an operating agency. It must achieve a relationship with its member agencies which will give those agencies positive inspiration, and the greatest freedom for individual action and performance. At the same time, it must lead them to discipline in efficient performance, in budgeting, and in moulding their program to an overall pattern.

(4) Agency performance, like chest performance is itself based on a partnership between two groups of people—the professional worker and the volunteer. In no other form of welfare work perhaps has this partnership been so happily and so effectively developed.

The backbone of any chest operation is this group of active workers who day in and day out from year end to year end give of

their best to help their less fortunate fellow men. The chest must establish a framework in which their efforts can achieve a maximum result.

(5) The fifth section of the community is of course the giver. To him the chest offers a giving opportunity combining not less than four happy attributes:

A gift to the chest is not narrow but broad in its offer of assistance to many types of need.

It is safe in the assurance that the money will be well and efficiently spent for the relief of genuine need with a minimum of subtraction for administration.

It is participation in a community adventure.

The appeal comes but once a year, in terms appraisable by all.

Chests Commended by C.C.L. President

The workers and the people of Canada have responded generously this year to a number of special or emergency appeals, and there can be no doubt as to the good work which is being done by various agencies and organizations. Nevertheless the community chest and welfare federation campaigns, which unify the appeals of a large number of agencies in every community, have a primary place in the hearts of all Canadians

In Canada at the present time a great deal of social service work must be carried on through voluntary agencies. A large number of individuals and families in every community, and especially in the larger cities, need the sympathetic attention and assistance which these agencies provide. Without them, the toll of human suffering and maladjustment would be intolerable.

I have therefore no hesitation in commending to the workers and to the Canadian public generally the campaigns which will be undertaken throughout the nation this year. The funds raised are carefully administered, with a view to helping as many people as possible; every dollar asked for is necessary to meet the needs of the community, and I hope that the campaigns will be uniformly successful in reaching their objectives.

—A. R. MOSHER, President, Canadian Congress of Labour

How Shall Voluntary Social Enterprise Be Maintained?

*From an Address by FRANK L. WEIL,
President, National Social Welfare Assembly*

If the people do not realize the worth and strategy of maintaining private institutions for the sake of maintaining democracy, such institutions will ultimately disappear. Private institutions must face the fact that they will need to relate themselves dynamically to the democratic ideal if they expect approval and survival.

—Eduard C. Lindman
In Defense of Democracy

How shall private voluntary institutions dynamically relate themselves to the democratic ideal? There can be no complete statement, but I submit for your consideration eight points that are a part of the total picture.

First and foremost: In the leadership of private voluntary organization, there must be vision and idealism. The leadership must know what society wants and its trends.

Second: The cause must be sound. Because the cause was once sound or well served is not necessarily any proof that it continues to be sound and well served. There must be constant reappraisal and re-evaluation.

Third: The lay leadership must be informed and have courage. Mere numbers of lay leaders are meaningless. Each must have qualifications and each must have a responsible job in the common work.

Fourth: Board membership must be democratic and must be functioning. Board membership, save in sectarian institutions, must be representative of the total com-

munity. The time has come to consider whether self-perpetuating boards are indeed a democratic service to a community.

Fifth: Budgets must be realistic. They must express not only the need of the organization but the capacity of the community to raise the required funds. Budgets, when prepared, must be subjected to the pitiless scrutiny of the public.

Sixth: Staff personnel in social welfare organizations are entitled to the same consideration in the areas of wages, hours, and conditions of work as are their brothers and sisters in private industry and in private business. There was a time when members of staff personnel of welfare organizations were themselves candidates for some of the services rendered by the organizations. Any such perpetuation would, in this day and age, be unthinkable.

Seventh: The essence and the crux of success of voluntary social welfare is the partnership between the volunteer and the professional. Each without the other is inade-

quate and incomplete. Together they form an unbeatable combination and build the success of the organization.

Eighth and final: There must be an understanding of the proper relationship and the proper correlation of funds and functions by all in the community who labor in social welfare. There have been times when those concerned with fund-raising had an inadequate appreciation of function, and all too

often those connected with function had an inadequate understanding of the headaches connected with fund-raising. There must be an understanding; there must be a partnership between funds and function.

I submit these to you for your consideration, as points which will help to keep voluntary social welfare dynamically related to the democratic life that we seek to preserve.

CHEST RADIO PUBLICITY

Leonard D. Headley, chairman of the Community Chests and Councils Division National Radio Committee, reports that arrangements are being made to carry over Canadian networks as many as possible of the big national radio programs originating in the United States on behalf of Red Feather campaigns. It is also planned that all-day appeals will be made on Canadian non-commercial shows and that sponsored programs will devote one or more periods during the campaign season to chest publicity. Guest appearances are being arranged so that radio stars will appear on programs other than their own and make direct appeals for chest contributions.

For local station use, the Division radio committee is making a transcription disc containing 10 one minute appeals by Canadian celebrities. This disc will be made available to all chests. A series of spot announcements is also being prepared.

Mr. Headley states that his committee is receiving wholehearted support from the CBC, the Canadian Association of Broadcasters, and many individual stations.

The Business Corporation and Community Welfare

By G. L. STEWART, President, Imperial Oil Limited

THE question of how best each individual business can fit into the welfare work of its community is sometimes a perplexing one because no two businesses—and no two communities—are completely alike.

But it is beyond argument that a business has a direct interest in its community. After all, business is only another word for the community at work and anything that affects the community in its other aspects is bound to affect business.

The recognition of this identity of interest between business and the community has done most to cement the bond that has developed between business people and welfare people. Certainly, if business has a stake in social betterment, welfare organizations have a stake in businesslike methods of operation and in enlisting the talents of business.

A happy, healthy community is not a goal which requires economic justification. It is an end in itself. Yet the fact is that a healthy community does pay off in economic terms. The salesman knows that he will find more and better customers in such a community. The personnel manager knows that he will find better employees and that his relations with them will be more harmonious. The tax specialist knows that a smaller proportion of his tax money will have to go to police protection, fire or disease prevention, and so on, and thus enable a larger proportion to be used for education and the expansion and improvement of services. It is not possible to put a precise financial value on the advantages of a healthy community, but the advantages are none the less real.

There was a time when what is sometimes called the "human side"



George L. Stewart

Mr. Stewart, President of Imperial Oil Limited, began his career in the oil business in 1916 when he joined the engineering department of Imperial at the Sarnia refinery. After a number of promotions which brought him to the position of general manager in charge of all refineries, he became a vice-president and director in 1944. In 1947 he became Chairman of the Board and in 1949 President.

of business was less prominent than it is today. The biggest job in Canada was that of developing the nation, of equipping it so that it could give its people the high standards of living which they now enjoy. This is still a task of top priority. But rivalling it today is the social task, the job of creating happy, harmonious working conditions for employees—conditions which will not only give the employee the opportunity to be more productive but will give him outlet and recognition for his creative abilities.

From this point of view, business interest in the community as a whole is simply an extension of its interest in its own employees and in its own customers. And it follows that if the application of intelligent, understanding policies for employees can bring results, similar policies ought to pay off in the community as a whole.

In a situation of this sort, all that is needed to bring effective action is an agency through which businessmen can focus their efforts effectively. Such an agency has been developed by the social welfare agencies themselves in the community chests.

In my opinion, the community chests have been the outstanding development in the welfare field. They can provide the guidance which is an essential of policy-making. They are capable of enlisting greater financial support than was possible without some pooling

of campaign efforts. They have provided an organization which acts and thinks in the terms with which businessmen are acquainted.

The contribution that the chests have made in mobilizing and focussing the welfare movement is, I believe, not fully realized even today. The chests have been able to establish the fact that welfare work is vital and can be organized efficiently. They have shown that charity and the spirit of charity are not enough unless they are made effective by means of yardsticks, adequate supervision, and cost controls.

No one today would deny the tremendous importance of helping those in our community who find difficulty in meeting life's complex problems. We know that unless the social casualty is given the chance and the facilities for re-establishment the entire community suffers, financially as well as socially.

But it is equally well known that the task of re-establishment is not an easy one, that it must be handled by specialists trained to avoid mistakes which can so easily defeat well-intentioned efforts.

I believe that we have this sort of welfare organization today. The chests have rounded out the progress of the individual organizations, have multiplied their effectiveness. They have, in short, turned charity into an investment in the health and welfare of the community—an investment from which we can all benefit.



Mrs. G. Selman, O.B.E.

Women in Fund Raising

By MRS. GORDON SELMAN, O.B.E.

Mrs. Selman is President of the Community Chest and Council of Greater Vancouver. She is thoroughly acquainted with the problems and operation of the Chest and Council having filled many posts as canvasser, chairman of the residential division, chairman of the social planning committee and later as vice-president of the board of directors of the Chest-Council.

SOME MEN still view with alarm the invasion of business and professions by women. Some still have doubts of our competence to handle and invest money. There seems, however, general acceptance of women's ability to raise funds for good causes. Indeed, women are not only entrusted with larger and larger quotas in residential divisions of chest campaigns, but are being enlisted in the ranks of business and other divisions as well.

Why are women such good money-raisers? Well, they have the qualities which a good campaigner needs.

First, **enthusiasm**. Without it, canvassing becomes a dull and wretched chore, and the prospective giver is affected by the canvasser's lack of zeal. Women are capable of great enthusiasm once they understand the cause they serve, but in community chest work, we sometimes fail to bolster our volunteers with sufficient background of information to make them feel secure in their approach. It is true that during the last week or two before the campaign, we deluge them with material, but the

time to begin is immediately after the woman has consented to serve, which is usually months before the campaign. Then is the time to gradually give her understanding by the use of printed matter, meetings large and small, films and tours of agencies. She can then start her canvass with confidence in her knowledge of the purpose and workings of the cause she has to sell. Even a top-notch salesman will admit that it is tough to try to sell a product that he does not know thoroughly, so we shouldn't expect it of our canvassers.

Persistence is just as important as enthusiasm in covering all the territory and seeing the job completed. This quality is not exclusive with women, but any husband will admit that it is a general female characteristic. If you give a housewife a cause which she believes to be in the interests of her family, she just never gives up. It is this persistence which makes a woman canvasser go back and back for fifty cents, long after a man would have said "the heck with it—it isn't worth it".

Tact is obviously essential for good fund-raising. Women develop

this quality in their everyday tasks of raising families, running a home, entertaining, and making father feel like the head of the house, whether he is or not. In residential canvassing, one meets all varieties of people. The first contact is extremely important, the approach sometimes determining the result, which puts a premium on tact and adaptability.

Cheerfulness and **optimism** are great assets too. The cheerful giver has been promised rewards in heaven, but the cheerful canvasser will surely have at least a small star in her crown.

It is impossible to raise funds successfully without **good organization**. Whether one is a block canvasser, or the chairman of a division, one must plan to make the best possible use of time, energy, methods and interest. Most of us did not realize before the last war how expert women are in this field. All over Canada during the war women set up tremendous organizations—service centres, hospitality bureaus, housing registries, consumer leagues, Red Cross lodges, volunteer bureaus, block plans, and other things, and managed them with wisdom and economy.

One of the requirements of successful campaigning is **comradeship**—esprit de corps—call it what you will. It is the sense of being part of a group of people with like motives and a high purpose. It ought to be easy to achieve because the women engaged in raising money to help others have

a social conscience, which Lord Beveridge, in his *Voluntary Action* defines as: "the feeling which makes men who are materially comfortable, mentally uncomfortable so long as their neighbours are materially uncomfortable". We have, therefore, a common motive among women who give themselves in terms of time and strength, money and ability. And yet we sometimes fail to foster that spirit of unity and fellowship that is so essential. It can be done. The more complex the cause, and the greater the number of volunteers involved, the more difficult the task, but it still can be done.

The multiplicity of appeals across the country, both local and national, creates a major problem in canvassing. Many of the same people are asked to collect for all campaigns, and they face a public weary of being canvassed. The time has come for a pooling of these campaigns, and an evaluation of the organizations appealing for support. It might be discovered that there is an overlapping of services; that some have a disproportionate overhead or campaign expense; that some are not a fair levy upon private funds, and that some, even, have outlived their usefulness.

If we are to maintain the interest and enthusiasm of our canvassers, both men and women, some steps must be taken to end this ever-increasing duplication of effort, and recurring solicitation from the public. Otherwise, we shall all lose out.

From Planning to Achievement

THIS IS an account of how a new chest and even newer council co-operated to set up a new, broad-service family agency to meet a community need. In using it as an example of community organization process, we realize that the problems presented in this instance were not as great as those often encountered in such work for we were breaking new ground in the community and were not faced with the need of reconciling clashing vested interests.

The Children's Aid Society (Non-Sectarian) presented the problem in a letter sent at the same time to both the Council and the Community Fund (Chest). The problem facing the C.A.S. was the demand being made on it for case work service to families where no condition of child neglect existed. This demand laid an additional load on an already overloaded Protection Department. The C.A.S. felt that if it was to continue this service in a proper manner a separate family service department would have to be established. In Windsor the Children's Aid Societies are financed by the municipalities and it was felt that the financing of such a department would not be covered by the agreement with the City and County. Therefore the cost would probably have to be borne by the Community Fund. The Fund deferred any action and asked the Council, which was then in the process of

By J. M. ANGUISH
*Executive Secretary,
Community Fund of Windsor*

formation, to study the matter and make recommendations.

At its first meeting, the Council accepted this as one of its first jobs. As the Council did not contemplate setting up functional divisions at this time it was necessary to establish a committee which was entitled the Family Services Committee. The following organizations were invited to name a representative to the committee—Children's Aid Society, Roman Catholic Children's Aid Society, Catholic Family Service Bureau, Salvation Army, YM-YWCA, Jewish Community Council, Social Services Department (P.W.D.), Victorian Order of Nurses, Essex County Council of Churches, Home and School Council, organized labour, Canadian Legion, and Department of Veterans Affairs. It should be noted here that the Catholic Family Service Bureau had been set up only a few months earlier and was already a member of the Community Fund.

The committee was not convened until almost three months had passed because the Community Fund campaign had opened late in April. During this time a small group of businessmen began to consider the formation of a local branch of the Big Brother Move-

ment. They called in the executive secretary of the Council for consultation. After discussions with him and others in the field, they realized that a volunteer Big Brother service would not work without the supervision of a well qualified case-worker. They also realized that it would probably not be wise to attempt to separate a boy and his problems from his family setting. For these reasons they asked that the provision of services, both professional and voluntary, to boys in trouble be considered by the committee in addition to the original problem.

When the committee finally held its first meeting in June, 1948, it did not take long to agree, once "family services" had been defined, that a real need for such services existed. The C.A.S. reported that its Protection Department was carrying almost 100 cases from the metropolitan area considered to require family services rather than "protection" services. Many of the other organizations represented were also able to illustrate such a need from their own experience. An early agreement was also reached on the need for services similar to those provided by the Big Brother Movement. It was therefore recognized that the chief job of the committee would be to decide in what way these services could best be made available to the community.

At this point the committee felt incompetent to reach a decision unassisted and advice was sought from the Canadian Welfare Council. As a result Kathleen M. Jack-

son, secretary of the Family Division, was invited to come to Windsor in September to act as consultant. During the summer Miss Jackson gathered valuable information from various agencies in Canada and the United States for the use of the committee.

Before the September meeting members of the committee discussed the matter with several organizations where misunderstanding existed. As an example, the Council of Churches felt that because the director of the Catholic Family Service Bureau was a priest, the director of the contemplated new agency should be a Protestant minister. This group changed its attitude when it understood that the priest was also a fully qualified social worker and that any new agency would have to serve the entire non-Catholic community. At this time the Jewish Community Council, which had been considering broadening its scope to include family case work, decided instead to support and use a community-wide agency.

When the committee met with Miss Jackson the decision was made, after careful consideration of four different possibilities, to recommend the setting up of a new social agency to provide broad case work services to families and children. This decision was reached because it was agreed that no existing organization would be sufficiently acceptable to all in the community needing these services. It was also recommended that the board of the agency should be broadly representative of the various

groups in the community, that the agency consider the use of volunteers under a policy of careful selection and supervision, and also that the Catholic Family Service Bureau consider broadening the scope of its services in a like manner. The final recommendation to the Council was that it appoint a steering committee to follow up the recommendations and to form a board of directors for the new agency.

The steering committee immediately began to work. It drew up a proposed outline of functions for the new agency and suggested the form of organization, including qualifications for staff and board members. A suggested budget for the first year's operation was drawn up and then the committee spent several months lining up members for the board by a slow process of careful selection, interpretation and education. In all this the board of the Council was used as an advisory group and the Community Fund was kept fully informed. In March, 1949, the steering committee brought in its report to a general meeting of the Council at which, the new board was elected. This board included business and pro-

fessional people, ministers, teachers, a policeman, a union representative, and people from the Catholic, Jewish, and coloured communities.

The board, acting on a recommendation of the committee, asked the executives of four major agencies to act as an advisory committee until an executive director of the Family Service Bureau had taken office. With the help of this advisory group tentative policies were written and a budget prepared for presentation to the Community Fund along with a formal request for membership in the Fund. This was granted and the budget approved subject to review after the appointment of staff. The search for staff then began. This search was long because only fully qualified social workers of the highest calibre were acceptable.

Quarters were obtained and in January of 1950 the Family Bureau of Windsor opened its doors to the public with general acceptance and a recognized standing in the community already assured. With this background it has, in the first few months of its existence, been able to make a significant contribution to the social welfare of Windsor and district.

THE economics of voluntarism involves superior quality, dedication to research and experimentation, and maintenance of the spirit of freedom which pervades it. Voluntary social agencies, free from political control and accountability, are the great pilot plants for developing new methods, new techniques, new fields of service. When the program or the service has become so standardized and of large volume and complexity, it then becomes a proper charge and a proper responsibility for government.

—Frank L. Weil,
President, National Social Welfare Assembly

Getting New Leadership — Lifeblood of a Chest

By MARSHALL A. WILSON
President, Halifax Community Chest



Marshall A. Wilson

ONE OF the pitfalls of community chest activity is that organization is apt to become stereotyped. Too often, the load falls heavily on the same selfless people who carry on using the same methods year after year, because there is no one to take their place. Worthwhile prospects with good ideas, who might be willing to serve, shy off because they are afraid of being "hooked" for long and indefinite periods. As the ranks are depleted through normal attrition, it becomes more and more difficult to fill them with the right type of citizen.

To avoid this stagnation, the Halifax Community Chest has adopted the system of a rotating board of directors. The system is working well for the twenty-one member Halifax board and has contributed new blood, new ideas, and new thinking to community chest activity. For the first time, prospective directors can be told how long their terms of service will be, and thus new people are encouraged to accept appointment to the board. In addition, it means that more people with community

chest experience are at large in the community, and when their periods of active service on the board have expired they are willing and able to use their influence to help in many other ways.

The system calls for the appointment of seven new members to the board every year, to replace seven members who retire after having served for three years. With the rapid turn-over brought about by the rotation system it was also necessary to introduce a policy of careful selection to fill the vacancies.

Since the willing worker is the most effective worker, priority in importance in selection is always given to ensuring that in every case appointees are "sold" on serving on the board of directors. Consent, rather than conscription, is the principle that is followed. The prospective member is interviewed and the job is carefully explained while at the same time he is tactfully made to realize his obligation to the community. Then, and not before, he is asked if he will accept.

Twelve members of the Halifax board are chosen from the public

at large, and all groups and shades of opinion in the community are represented. The other nine are drawn from the various agencies and social welfare interests within the community chest. Of the seven new members appointed each year, three are appointed by the Council of Social Agencies and four by the Community Chest. This method of selection provides for close liaison between the board and the member agencies, and the opportunity for board members to be familiar with all activities and requirements.

An educational program is constantly in progress so that each new board member is fully informed regarding the complete operations of the Chest. He must know about its policies, aims and methods. He must know about its budget procedures, its campaign and publicity methods, and the reason for such policies and methods. In short, each new board member must be so inducted or indoctrinated into Chest activities that he quickly feels that he is part of the Chest and the Chest is part of him.

This education of new board members is continuous and cannot be done at one sitting. Each board meeting is such that a thorough discussion takes place on whatever is before the board. We try to avoid cut and dried meetings. Nothing quells initiative, interest, and potential leadership as much as

the type of meeting where all a board member has to do is say "yes" at the proper time.

Our nominating committee and individual board members are always on the lookout for future officers and committee chairmen. In fact, many members are selected with future possibilities in view, and after serving for a year as vice-chairman of one of the committees they are qualified to act as chairman the next.

Thus we have in this so-called training program a combination of what has gone on in the past with a new outlook as to the present and the future.

With this yearly changing of board members the continuity of operation is maintained in the office of the executive secretary. This office is the nerve centre of all Chest activities and must be filled by a person who is qualified by education, personality, and experience. It is through this office that board members are kept in touch and up to date with new developments in Chest work.

A community chest, if it is to attract leadership of the right type, has to be alive. It has to look ahead and plan for the future. New board members must be carefully selected, completely sold, and thoroughly educated. Board members must be given opportunity to use their scope and initiative and understand their responsibilities.

Public Reaction to More Campaigns?

By HUGH ALLAN,
*Executive Director,
Community Chest and Council of Greater Vancouver*

THE Vancouver Board of Trade proposes to find an answer to this question and to take some action if public opinion is sufficiently crystallized.

Three years ago the Community Chest and Council set up a special committee on which the City Council, Board of Trade, the service clubs and other organizations were represented, to consider the organization of an Appeals Review Board and a great deal of statistical information was obtained from various places in the United States where such action had been taken. Since then, close touch has been kept with the developments both with regard to Appeals Review Boards and federation of campaigns, and now it has become apparent that there is a growing demand for the federation of campaigns. In addition to this, however, there must be a strong review committee to decide on the worthiness of campaigns and appropriate quotas.

Efforts have been made to solve this problem on a national level but the difficulties of obtaining suitable legislation to govern the situation appear to be insurmountable. It would, therefore, seem that

effective action can only be instituted on a local level. This situation, of course, poses the question as to whether the Chest and Council could adequately take the lead and be sure of the co-operation of the other organizations concerned.

In Vancouver it was decided that, as the Board of Trade is very strong and fully representative of business and professional people, any action taken by this body would be entirely independent of any one group and would be accepted with confidence by the societies concerned and by the general public. All the information available was, therefore, placed at the disposal of the Board of Trade, who called a meeting of some fifty outstanding leaders in the community, representing professional, business, and labour groups. As a result of this meeting a special committee was set up to take the preliminary steps for a thorough investigation of the whole problem.

It was recognized that the opinions and co-operation of the following groups were vital to the success of any plan which might be evolved:

- (a) Societies raising funds.
- (b) Large subscribers whose contribu-

tions represent 50% of every campaign.

(c) Volunteer canvassers.

(d) Employee funds.

A separate questionnaire was prepared for each one of these groups and these were sent out, thus covering a cross-section of the whole community.

The questionnaires are now being returned and it is expected that the tabulation and analysis will be completed in the early fall and future action will depend on the results obtained. It is, of course, impossible to forecast what these results will be although the general expression of opinion from the man in the street appears to be that some method must be found to consolidate the appeals either on the basis of one appeal in the spring

for national and capital funds, and one appeal in the fall for Community Chest agencies or, alternately, one campaign during the year embracing all appeals.

The board of directors of the Vancouver Community Chest and Council have gone on record as being entirely favourable to such consolidation and have expressed their willingness to co-operate to the fullest extent with the Board of Trade whether the decision be for one united campaign during the year or for two separate appeals as outlined above.

We feel Vancouver has taken a definite initial step and are looking forward to developments which are bound to take place during the next year.

Labour Support for Red Feather

The Trades and Labour Congress of Canada has been urging and will continue to strive for complete and comprehensive social security for all Canadians. This is our minimum objective, for only in this way can our people face with confidence the inevitable financial and other difficulties of old age and infirmity, illness and accident, unemployment and inability to work. Unfortunately this worthwhile goal of full social security has yet to be attained. But, in the meantime, this necessary and humane work is being carried on continuously and effectively despite very limited resources by the member agencies of Canadian community chests and welfare federations. In particular, they have maintained and should continue to maintain their child care, youth and family welfare, and visiting nurse services. Through the community chests these agencies have reduced overlapping and have accomplished an efficiency both in operation and in services rendered that calls for our sincere commendation.

In this year of great national disasters of flood and fire, the membership of the affiliated organizations of The Trades and Labour Congress of Canada have answered many necessary calls for assistance, financial and otherwise. These disasters have, at the same time, served to sharpen our appreciation of the needs of those whom the community chests and welfare federations are always ready to serve.

I have no hesitation in giving the unqualified endorsement to the community chests and welfare federations and in urging our affiliated membership to support their Red Feather Campaign with vigor and enthusiasm.

**PERCY R. BENGOUGH, President,
The Trades and Labour Congress of Canada**

Training the Campaign Worker

By DONALD B. HURWITZ

Executive Director, Federation of Jewish Philanthropies of Montreal

A LARGE campaign has frequently been compared with an iceberg because the general public sees only the smallest fraction of it. A tremendous amount of planning, time, and effort, extending over a period of months, must be invested if the campaign can be expected to pay satisfactory dividends. Every phase of these preparations and of the conduct of the campaign itself is of great importance, and each must fit into the total picture as part of a master plan. The publicity, the budgeting, the setting up of the organization, the mechanical work in the background—each is vital and each must be well done. However, if any single factor is to be selected as of paramount importance, it must inevitably be the campaign personnel, volunteer and professional.

The men and women who, through their personal contacts, secure the contributions to the campaign unquestionably form the heart of the organization. No sales

organization would send untrained and untried salesmen out to sell its merchandise. The individual worker is much more than just a salesman. He is also an ambassador, on an urgent assignment, representing the many causes which make up the campaign. Of course, a volunteer campaign organization is not entirely comparable to a commercial sales force, but the principle behind its effectiveness is quite comparable, and every effort must be made to prepare that sales force to do its work and do it well.

There are three major phases to this side of the campaign task—selection of personnel, preparation of material, delivering the material. The selection of personnel is the first key to campaign success.

This brief paper cannot hope to cover all of the phases of this essential part of campaign activities. Some of the highlights, however, can be touched upon. Sincerity of interest not only in the campaign, but in the causes which it



Donald B. Hurwitz

Mr. Hurwitz is the genial executive of Canada's first financial federation, established in 1917. Its more than thirty years' record does credit to voluntary money-raising in this country.

supports should be sought and developed in campaign workers. An eagerness to grow, to learn, to gain important information, is a precious and most desirable asset. Often the individual who knows all the answers does not make the best kind of solicitor, because his tendency is to follow his own line of least resistance, rather than to find the line which will ensure the least resistance on the part of the prospective giver. A record of the activities of the various workers should be kept, and sometimes the record of results achieved on cards assigned is sufficient to tell the story. Generally speaking, most individuals who are prepared to work in a campaign can be used to good advantage, if an effort is made to fit them into the proper positions, and to provide a satisfactory opportunity for development.

Preparation of material is the second phase in the developing of effective workers. Material should be concise, factual, dramatic, and attractively presented. Too much material pushed at the worker at one time is onerous and can either lead to abstention or a bad case of mental indigestion. Paradoxically, material which is too dry never leaves the worker thirsty for more. Whenever possible, statistics should be softened by stories of real people, and made to live, through them, in the mind of the worker. It is also a good idea to emphasize the oneness of the various kinds of work which make up the campaign. It is too easy for individuals to

get the impression that a campaign, or for that matter a community, is comprised of disjointed and unrelated kinds of social problems, because of the emphasis placed on individual agencies. Clear vision and appreciation of proportions and relationships can only come through proper perspective.

Once the material to be presented to the worker is selected, and this includes not only the information about the agencies but specific instructions about campaigning, the question of how to present the material palatably and digestibly must be handled. There are many techniques which are quite effective and which can be varied to reach different kinds of groups of workers. Relatively small groups are most effective for instruction purposes, because some opportunity for questions and discussion is possible. The various campaign forms which the worker must use should be gone over in detail and the purpose of each made clear. Instruction combined with relaxation is effective. This may take the form of presenting various types of solicitors as a skit to illustrate the usual mistakes and to make the good solicitor stand out by contrast. Instruction charts, song parodies, and simple demonstrations can be used to good advantage if proper care is given to their preparation. Regardless of the technique followed, it is well to remember that most groups appreciate a little levity to lighten the gravity.

In summary, the campaign worker must realize the seriousness

and the relatedness of the many causes for which he is working. Important as it is, it is not enough to know good solicitation techniques unless there is also an inspired and deep interest in the work of the agency. Otherwise the selling job will be weak and superficial. Fund raising is a means to an end and should not take the place of sympathetic understanding of the work among human beings for which the funds are being sought. Once the worker is helped to acquire this important outlook, the following summary is pertinent.

1. *See each prospect personally.* Telephones are too easy to hang up and it is much simpler to say "No" through a receiver than to a solicitor. In other words it is better to have your foot in the door than your finger in the dial.
2. *Make a positive direct approach to the contributor.* No apologies need be made for volunteering your efforts on behalf of the community. This is easy if the worker really is impressed with the importance of the agencies.
3. *Don't "collect" money—"raise" it!* Too many people approach a general campaign in the same way they would a bazaar or some relatively minor activity. Raising money is a job of convincing someone else, as you have yourself been convinced.
4. *Be brief and polite, but tell your story.* Don't assume that the contributor knows all he should know. You may be surprised to learn that he can't even name a few of the major organizations in the campaign in spite of the well-organized and well-executed publicity program.

5. *Be patient.* If necessary, make more than one call on the prospect. Perhaps—and this is frequently a good idea—you might call on him with another worker. This is one situation where two heads may well be better than one.

6. Try to get across the idea that supporting essential social services is more a *question of insurance* than a contribution. The strength, health, and general well-being of a community is largely determined by the effectiveness of its social services. These benefits accrue to everyone and the protection of one's own family, regardless of economic status, is in great measure dependent on the work which the campaign makes possible.

7. Do not ask merely for percentage increases on the basis of the increased objective of the campaign. Such an approach is justifiable with individuals already contributing satisfactorily. It is not justifiable with individuals whose contributions are notoriously out of line. In these cases, a request for a simple percentage increase may be welcomed by the contributor, making him appear to be a generous giver and preserving undesirable inequities in the support of welfare activities.

Campaigns are splendid laboratories in which community leadership is tested and developed for all kinds of fiscal and functional communal activities. The effort which is expended in training and developing communal workers in a campaign setup will inevitably bring excellent dividends later in many areas of community work.



***THE PROVINCE OF MANITOBA requires a
Training School Superintendent
for the Manitoba Home for Girls, Winnipeg***

Preference will be given to a woman university graduate with specialization in sociology, psychology, education, or related fields, and with five years' responsible supervisory experience. Applicants must have sufficient administrative ability to deal efficiently with the problems and welfare of a group of fifty persons.

Position carries full Civil Service benefits, including regular annual increases, liberal sick leave with pay, 4 weeks' vacation with pay annually, pension plan, etc. Salary schedule: \$2640 to \$3240 per annum, less \$300 per annum for full maintenance and laundry.

Applicants are invited to state experience in detail in reply to:

247 LEGISLATIVE BLDG., MANITOBA CIVIL SERVICE COMMISSION WINNIPEG, MAN.
or to the nearest National Employment Service office.



Gordon R. Ball

Trade and Industrial Organization in a Chest Campaign

By GORDON R. BALL

General Manager, Bank of Montreal, and General Campaign Chairman, 1951 Red Feather Campaign of Welfare Federation of Montreal

SINCE the last war, more and more corporations have realized they have a responsibility to support activities which are essential to the life, health and efficiency of the communities in which they carry on business. Corporations now consider it vital to give financial support to our Canadian community chests and welfare federations, not only because of a true humanitarian interest in the children, the old folks, the sick and the unfortunate, but also because adequate support represents a true economy when it is borne in mind that the needs of social welfare must be met—if not voluntarily—by public tax-supported agencies.

One of the economies of the private welfare groups most readily understood is the invaluable service of many thousands of volunteers across Canada. By serving on boards and committees and very often through active participation in the programs of the agencies themselves they promote efficient and economical operation.

A most outstanding contribution to this economy is made by the armies of volunteers who work in the annual campaigns in so many

of our Canadian communities. But these volunteers are busy people and therefore the campaign organization must be planned to produce the greatest measure of community participation, and the fairest sharing of the community objective, with the least possible burden on the campaign worker.

One way of doing that is through trade and industrial organization. The trades type of organization concentrates corporations, regardless of location in the community, into one or possibly more functional divisions. In some cases these divisions include all the business establishments but very often only the larger ones, for example, those having 10-15 or more employees.

It is interesting to note that the plan followed by one community in sorting the various trades into groups and sections rarely, if ever, can be adopted by another. The economic life of the community must be the guide in this work. The number and classification of groups will be determined by the diversification and size of the industrial and commercial establishments of the town.

With divisional leadership of the

highest calibre, it is immediately possible to recognize the advantages of the trades type of organization. In the first place it naturally follows that all personnel—whether they be group chairmen, section chairmen or team captains—are working in a field with which they are familiar and in which they have a wide acquaintanceship and they can be recruited in greater numbers. It is generally found—as a result—that they represent a high level of leadership within the particular trade and they are thus able to perform their work more effectively. Workers in the group are able by constantly adding to the list of contributors to ensure that maximum participation on the part of firms is obtained and at the same time that each contributor assumes his fair share of the load.

During the campaign period, it is not unusual for a keen sense of rivalry to develop between one group and another or between companies and between their employee groups who, it must not be forgotten, are canvassed along with the firms for which they work. For this purpose corporations are inclined to place at the disposal of the team captain, top level representation to perform the functions of a firm chairman who is responsible for the internal solicitation of the employees.

The responsibility for the functioning of the trades division is in the hands of a divisional chairman and vice-chairmen. Types of business are divided into broad groups, each of these groups having

a group chairman as well as one or more administrative secretaries for the purpose of handling detail, statistics, etc. Then the various groups are subdivided into more specialized sections, again with chairmen and secretaries in charge. The canvassing personnel of the sections are the team captains. This name is used because of their role in supervising the firm chairmen in each of the four or five firms for which they are responsible. Each firm chairman is appointed by the chief officer of the firm when he is approached by the team captain at the time the company subscription is solicited and they undertake a complete canvass of the employees, handling all details of publicity and promotion.

In all long established chest campaigns, a plan of organization which has been used for many years tends to give rise to an indifference on the part of veteran workers which is dangerous if, in a growing community, the campaign returns are to provide adequately for the needs of agencies and their increased responsibilities. As in any type of enterprise, the campaign organization must be progressive or most surely it will face failure and if in the process of development the trades type of organization is adopted it will fully justify the effort required. The plan immediately commends itself even to the skeptical, once it has been developed and a new enthusiasm will immediately follow because of its appeal to the good business sense of the campaign leaders.

1950 COMMUNITY CHEST SPRING CAMPAIGNS RAISE ELEVEN PER CENT MORE

Nine Chests held campaigns in the spring of 1950-51 requirements of their 143 member services. They raised 99 per cent—\$2,182,202—of their objective of \$2,203,794, which was 11.1 per cent more than they had raised in their 1949 campaigns.

Eight of the nine Chests raised more than in 1949, and all but three reached or surpassed their campaign objectives. Brandon, Quebec City, and Sarnia each raised approximately forty per cent more than a year ago. Six of the nine Chests raised more than \$2 per capita, Calgary setting the pace for spring campaigns with \$2.41 per capita.

Calgary, Peterborough, Kitchener-Waterloo, and Windsor; included the Canadian Red Cross for a total for the four communities of \$174,807. Calgary campaign also included \$26,000 for capital needs of the agencies. Other spring campaigns were Montreal Federation of French Catholic Charities and Kirkland Lake.

CHEST	Number of Services	Raised in 1949	Objective Spring 1950	Raised in spring 1950 for 1950-51	Percent raised of 1950 objective	Percent raised of 1949 objective
Brandon	8	\$ 29,599	\$ 52,500	\$ 42,000	80.0	141.9
Calgary	23	250,766	255,000	272,315	106.8	108.6
Montreal Federation of French Charities . . .	38	1,037,000	1,150,000	1,120,896	97.5	108.1
Peterborough	11	75,580	75,000	76,309	101.7	101.0
Quebec City	16	162,670	225,000	225,000	100.0	138.3
Windsor	10	217,000	240,000	240,100	100.0	110.6
Sarnia	7	35,500	50,000	52,000	104.0	140.5
Kitchener-Waterloo . .	15	125,000	121,044	118,332	96.8	94.7
Kirkland Lake	15	29,582	35,250	35,250	100.0	119.2
Total	143	\$1,962,697	\$2,203,794	\$2,182,202	99.0	111.2

1951 COMMUNITY CHEST CAMPAIGNS

CITY	Number of Member Services	Campaign Objective	Campaign Dates
Belleville.....	3	\$	October
Brantford.....	10	\$ 90,000	October 2-14
Chatham.....	9	\$	October 16
Cornwall.....	7	\$ 18,000	October 2-21
Drumheller.....	9	\$ 15,000	October
Edmonton.....	28	\$ 175,000	October 2-21
Espanola.....	11	\$	October 16-23
Fort William.....	7	\$ 38,300	October 9
Galt.....	7	\$ 34,000	October 2-14
Guelph.....	10	\$ 40,000	October 16-26
Halifax.....	19	\$ 141,220	October 10-18
Hamilton.....	27	\$ 350,000	October 16-30
Hull.....	10	\$	
Joliette.....	16	\$	
Kingston.....	12	\$ 65,000	October 2-14
Lachine.....	4	\$	
Lindsay.....	8	\$ 11,500	October 9-28
London.....	10	\$	October 10-27
Lethbridge.....	17	\$ 48,000	October
Montreal Welfare Federation.....	31	\$1,250,000	Sept. 25-Oct. 5
Montreal Fed. Catholic Charities....	25	\$ 310,000	Oct. 22-Nov. 4
Montreal Fed. Jewish Phil.....	7	\$	Nov. 2-16
Moose Jaw.....	10	\$ 45,000	October 9-31
New Westminster.....	7	\$ 55,000	October
Niagara Falls.....	9	\$ 56,000	October 2-21
Norfolk County (Simcoe).....	2	\$	
Oshawa.....	15	\$ 100,000	Oct. 25-Nov. 4
Ottawa.....	23	\$ 337,482	Oct. 16-Nov. 4
Port Arthur.....	11	\$ 40,000	October
Preston.....	7	\$	
Regina.....	20	\$	
Saint John.....	8	\$ 96,500	October 16-28
St. Thomas.....	5	\$ 25,000	October 2-28
Sarnia.....	7	\$ 50,000	October
Saskatoon.....	16	\$ 66,000	October 1-30
Sault Ste. Marie.....	8	\$ 33,000	October 2-23
Sherbrooke (Roman Catholic).....	10	\$	
Sherbrooke-Lennoxville (Protestant and Non-Sectarian).....	7	\$ 25,000	Sept. 25-Oct. 14
Stratford (first campaign).....	6	\$ 30,000	October 9-21
Sudbury.....	14	\$ 90,000	October 2-14
Toronto.....	66	\$	Oct. 16-Nov. 7
Vancouver.....	40	\$ 850,000	Sept. 27-Oct. 18
Victoria.....	16	\$ 181,293	October 2
Winnipeg.....	28	\$ 600,000	October 11
Whitby.....	8	\$ 6,045	Oct. 25-Nov. 4



John C. Preston

Newspapers in the Interpretation of Health and Welfare Work

By JOHN C. PRESTON

General Manager, The Expositor, Brantford, Ontario

THE majority of health and welfare organizations are financially unable to carry out a suitable program of public relations and advertising to acquaint the public with the scope and results of the work done within the respective community.

In Brantford, *The Expositor*, following a policy existent through three generations of Prestons, has been a firm believer in helping these welfare organizations to properly and adequately report to the citizenry how the monies are spent and what services are available.

The amount of "free publicity" that a newspaper gives in worthwhile community projects is dependent on the attitude of the publisher, and also upon the size of the community.

In cities under 75,000 population the role of the newspaper in the interpretation of health and welfare work is more evident than in larger cities. This is mainly accounted for by the fact that the small town newspaper is a part of the community and reports in greater detail on community happenings and events. Thus the role and work

of welfare organizations is given a bigger play.

Newspapers, generally, can play a tremendous role in the forwarding of worthwhile community organizations. In fact, we at *The Expositor* feel that it is a part of our trust to be public spirited in these matters, and whenever a member of the Community Chest or other community group asks for co-operation it is freely given.

One feature of *The Brantford Expositor* which has paid dividends as far as these groups are concerned is what is known as the "Community Page." This page, sometimes referred to casually as "the back page", appears every Saturday on the back page of the first section of the paper. It has been turned out regularly for nearly eight years.

Approximately 60 local firms sponsor this "Community Page", and their names are printed across the bottom third of the space. The rest of the page is devoted to the promotion of any local organization that is doing a community service. Here Boy Scouts, Girl Guides, Victorian Order of Nurses, Youth for Christ,

Social Service, Red Cross, Rotary, Kiwanis, Lions, Optimists, Canadian National Institute for the Blind, Alcoholics Anonymous, Children's Aid Society, the Council of Social Agencies and many others tell their story to the citizens of Brantford.

The value of this feature in the promotion of local health, welfare and general community efforts can

not be measured. It is a page treasured by all those who use it.

Aside from providing this feature, *The Expositor* is liberal in opening its news columns for all local appeals. The spirit thus manifested helps to tie the newspaper into the community, makes it a better community paper, and the community better for the information and services rendered.

Payroll Deduction Plans Raise More Money

By STEWART R. ALGER

President, Greater Oshawa Community Chest



Stewart R. Alger

IN AN industrial city such as Oshawa, the problem of our campaign organization has been to sell community chest to each factory worker, so his contribution could be raised from an easily given \$1 or \$2 when asked by his department canvasser to an adequate share of the yearly cost of welfare and recreation in the community. Our early campaigns featured the slogan, "A Day's Pay for the Chest" but this objective was never realized.

Along with many other community chest executives, we had felt that a fair share of the annual budget was not being received from Mr. Average Citizen. Over the years we found that 52% of the

\$100,000 raised in our annual campaigns had been contributed by the Special Names list of prominent citizens and industrial corporations. They accepted their responsibility in supporting those agencies whose aim was to develop a happy and prosperous community.

Oshawa has been fortunate in the development of its recreational and youth training programs. Through the generosity of Col. and Mrs. R. P. McLaughlin, also other forward-looking citizens and service clubs, our city has one of the finest Boy Scout camps on this continent, Y.W.C.A. and Girl Guides' buildings, nineteen city parks and playgrounds, swimming pools, an athletic stadium, a band

shell for weekly musical concerts, boys' clubs and summer camps. An active Recreation Association, on whose executive the city council is represented, operates a large community centre where, especially during the winter months, a program is conducted of interest to both young and old folks. In summer the Association organizes and supervises activities on the city playgrounds, supported by neighborhood groups adjoining each park.

This picture of our city's community life has been presented to show that a large share—60%—of Oshawa Community Chest's dollar goes for the support of character building agencies and recreational activities that have become accepted as part of the average family's life and development. With all these facilities placed at the disposal of his family and himself, was it not reasonable for our Chest executive to look for a plan where Mr. Average Citizen would pay his fair share of the annual cost?

So we tried a new plan, based on the successful Victory Loan and Bond drives which had educated both the factory workers and management to payroll deductions. Our Campaign Committee decided to adopt this plan, setting an objective for each factory, both large and small, based on the number of employees and their average earnings.

Management was asked to allow deductions from employees' earnings. Community Chest cards were printed with a pledge attached,

which the employee signed and deductions were made by the factory payroll department, and forwarded later to campaign headquarters. The pledges have been faithfully honoured by the factory employees, even during a strike which happened after the Chest campaign closed.

Our campaign dinner on the night before opening day is attended by over 300 team captains and canvassers; featured on the program is an outstanding speaker on community service and a motion picture covering the work of Red Feather agencies and final instructions to canvassers from our Chest Campaign Chairman. Briefing the canvasser and having him sold on the Community Chest is most important.

On opening day of the campaign in most of the small industrial plants, meetings of the employees are held at which a speaker from Salvation Army, Boy Scouts, Y.W.C.A., or other Red Feather agency briefly presents the Chest story. In our largest industry—General Motors—where, obviously, it would not be possible to have a group meeting of several thousand workers, all the various Department canvassers meet together with management and labour union executives there to endorse the Chest. We have labour representatives on our executive board and they are familiar with all Chest plans and know about the work of our member agencies.¹

¹The teamwork between Labour and Management in Oshawa undoubtedly has had a good deal to do with the successful money-raising history of this Chest. Since organizing in 1940 they have never failed to reach their goal and they have one of the highest per capita contribution rates in Canada—\$2.76. —Editor.

In one of the smaller factories we decided to ask management's approval to a year-round weekly payroll deduction. This was obtained without difficulty and then the factory employees were interested in organizing their own Welfare Plan. Electing their own executive, one representative from each department of the plant, they decided to solicit all employees for weekly pledges and contribute 80% of the total fund to Greater Oshawa Community Chest. Balance of the monies subscribed went to pay for flowers, wedding gifts, and other remembrances to their fellow workers. This plan avoided numerous special appeals in the plant and when Oshawa's annual Chest campaign was announced this Committee were the first factory to present their cheque and receive the award of our Red Feather flag.

This plan has since spread to a number of the smaller factories and

business firms. It has many advantages: the workers like the plan, stating that a small weekly deduction is never missed from their pay, not like a larger single contribution. New employees are asked to participate in the Welfare Plan when they commence work. Their department canvasser gives a complete explanation when presenting the pledge card. Finally from the viewpoint of Community Chest, it has greatly raised the average contribution per employee. To cite the experience of one small factory where the plan was first instituted: there were 156 employees, with about one-third female workers; the average contribution increased from \$1.50 to \$5.62 in our last Chest campaign.

Payroll deduction plans do raise more money. We are working now to extend this same plan to factories with 500 and more employees for our next Community Chest campaign.

SOCIAL WORKER WANTED

for varied caseload by Children's Aid Department, 4th floor, Police Building, City of Calgary, Alberta.

Please supply full information concerning qualifications, education, experience, and salary expected.

FRED GARDENER
Superintendent
Children's Aid Department

WANTED Qualified Case Worker

for

Family Welfare Association

Position open immediately. Salary relative to training and experience.

Apply to

MISS JOSEPHINE O'BRIEN
Executive Director,
Family Welfare Association,
109 Metropolitan Building,
Saskatoon, Saskatchewan



Henry Stubbins

Budgeting and Setting the Campaign Goal

By HENRY STUBBINS

*Associate Secretary, Community Chests and Councils
Division, Canadian Welfare Council*

BUDGETING is probably the most important and least understood activity of a community chest. It evokes a picture of long columns of dull figures, an endless number of drawn-out meetings, the thankless task of making judgments on the basis of insufficient facts, and the seemingly irreconcilable function of satisfying constantly expanding agency needs within the limitations of available campaign funds. But budgeting can be an exciting and fascinating job for those who enjoy solving difficult problems. The budgeting process is a unique feature of community chests. Other organizations raise money and do most of the other things which chests do, but no other organization gives the community a central budget review of social agencies for the purpose of providing a balanced health and welfare program for the whole community.

There are many aspects to budgeting — too many to be discussed in a brief article. There is a growing body of knowledge on the subject based on the successful budgeting experiences of many

community chests. These experiences have been summarized by Community Chests and Councils of America, Inc., in a pamphlet, *Budgets in a Community Chest* (C.C.C. Bulletin No. 112, 1949) which treats the subject quite comprehensively. Policies relating to the most important and most frequently faced questions in budgeting are suggested, and a flexible application of budget policies is emphasized. In addition to the use of the budget process as a request for funds, the pamphlet outlines its use as a year-round device for fiscal control.

This article will discuss only a few essentials of budgeting, particularly in relation to setting the campaign goal.

Budgeting to meet community needs

There are wide variations in budgeting practices among community chests. These variations range from a simple division of funds based on a pre-arranged percentage formula to an elaborate review of agency finances and programs in relation to overall community needs and program resources. Budgeting practices flow from the purpose of a chest, as

expressed in its constitution and recognized by its leadership. There is general recognition among a great many community chests that their purpose is not solely the securing of funds to finance operating deficits of member agencies, but that there is a second and related purpose, namely, to ensure that *the most important social needs in the community are met by appropriate health and welfare services.*

The chest is concerned with social problems and needs in its review of agency budgets. Budgeting is therefore not merely balancing agency budgets with dollar appropriations, but an effort to provide the community with the kinds and amounts of services needed. Of course, annual audits of agency books, and standard budget forms* to permit comparisons of income and expenditure items from year to year and between agencies are elementary budgeting tools. But what do these various dollar items buy? And what should they buy? The answers to these questions form the heart of budgeting.

Budgeting with Social Facts

To get answers to the first question the budget committee will need to have *service reports* from its agencies which state the agency's purpose, describe its current program, and give some indication of volume of service provided. Such service reports might also indicate some of the problems encountered and anticipated, relationships with other agencies in the community,

and unmet needs which are related to the agency's work.

Few community chests, particularly in smaller cities, get this kind of service information with any degree of accuracy and regularity. The presence of a welfare council or council of social agencies** tends to improve the quality of service reporting, particularly when the council is aware of its responsibility and is recognized as an essential partner in the budgeting process. A council also helps to improve the quality of work among social agencies and by developing *standards* for the various fields it provides the budget committee with some criteria for evaluating the effectiveness of agency programs.

A co-ordinating and planning council is particularly important in respect to the second question—what should the dollars buy? In other words, what are the most pressing needs in the community and what kind and amount of services are required to meet those needs? While exact answers are not generally possible in view of the existing limitations of social statistics and research, information can be assembled which will provide approximate answers. In the last analysis, judgments will need to be made in respect to what is of greater or lesser importance in the health and welfare needs of a community. It is therefore important that these judgments be based on a consideration of all the available facts.

*Available at Canadian Welfare Council.

**There are 20 Councils and 53 Community Chests in Canada.

The budget committee will need to have facts about all the services in the community, both tax-supported and voluntary, in order to understand the particular role of the chest agencies in relation to the total pattern of community services. Brief *annual surveys* of each field of health and welfare work, indicating functions of all the social agencies which serve the community, their expenditures, volume of service, problems and gaps in the field, would provide such information. Some consideration will need to be given to the division of responsibility between tax-supported and voluntary social agencies in order to guide the budget committee in allocating limited chest funds in the most effective manner. For example, it is widely recognized that private funds should be used primarily for programs of a pioneering or demonstration nature, and that tax funds should provide for such large-scale needs as unemployment and family relief, care of dependent children, and hospitalization.

Perhaps the least tangible and yet most important responsibility in the budgeting process is the constant necessity of searching out unmet needs with a view to effecting shifts in funds allocated to agencies and between fields of work. With the quickened tempo of social change, new needs arise rapidly and social agency programs became obsolescent. For example, the rapidly expanding social security programs of government have made a profound impact on the programs of voluntary agencies. The

budgeting process, buttressed with good social planning resources in the community, can facilitate adaptation of social agencies to constantly changing community conditions.

**Personnel—
the chief "success ingredient"**

Budgeting is undoubtedly the most difficult and complex job in the chest, and one which will tax the wisdom, patience, and sympathy of the most competent and best qualified persons available for the job. It involves a major responsibility — the stewardship of community funds. It requires judgments which affect the well-being of the community. Budget committee members are placed in a position which gives them some measure of power over allocations to agencies, and this must not overshadow the sense of duty which goes with the stewardship responsibility.

Successful budgeting must satisfy both the contributors to the chest and its agencies. The process should develop mutual trust and confidence among chest, agencies, and contributors. The budget committee should be free of prejudice and have a capacity for developing confidence in its work. Thus members should be selected who understand and are sympathetic to the objectives and programs of the agencies in the chest, and who also have a broad community outlook. While an effective budget committee must function as a unit, like the chest board of directors, it should be representative of large and small contributors as well as

agencies and of lay and professional workers. To ensure a representative committee, it is generally wise to provide for both service and contributor participation in its selection or nomination. Tenure should be limited and there should be sufficient turnover to provide budgeting experience for a continuously broadening group of community leaders.

Setting the Campaign Goal

An important responsibility of a budget committee is recommending the amount for the campaign goal. The amount of the goal, and the process employed in determining it, have major campaign implications, since the chest must appeal for funds year after year. It is desirable to develop community attitudes which accept campaign goals as realistic, having regard to community needs and fund-raising possibilities, since only then will workers and givers accept the goal as a realistic measure for individual contributions. The size of the goal can thus be an important instrument for raising increasingly larger sums of money to meet needs, which are always greater than the community's recognition of such need, and for furthering the community's education in giving.

The success of a campaign should therefore be determined not by the percentage of goal attained, but by the amount of money raised in relation to past efforts. A high goal will usually produce more money than a low one, and it is generally wise to set the goal high enough to make people work hard, but not so high as to produce a feeling of

discouragement. While it is perfectly sound campaign strategy to raise larger sums of money by fixing goals which are not always reached, some tangible success is needed to ensure good morale in the campaign organization. It would therefore seem wise to reach or exceed the campaign objective from time to time. Although no definite blueprint for goal-setting exists, consideration should be given to:

- (1) Needs of the agencies as determined by a budget review or estimate of anticipated changes in budgets.*
- (2) Economic forecasts of business and employment conditions.
- (3) Amounts raised in previous years.
- (4) Amounts raised by comparable communities.

Economic conditions inevitably affect campaigns. But these can be overcome by educating the community about health and welfare needs and by building up a strong campaign organization. Year-round public relations work and intensive recruiting and training of campaign workers are needed. Budgeting in general, and the goal-setting process in particular, offer important education opportunities, but are too often conducted in isolation from the campaign organization. Some means of bringing key campaign personnel into the budgeting and goal-setting process would do much to develop the strong convictions about the campaign goal, so necessary to campaign success.

*Although pre-campaign budgeting is still the prevailing practice among most Chests, there is a marked trend in favour of post-campaign budgeting, since the latter is closer to the actual period of operations and dispenses with the need for a second budget review in event the campaign goal is not reached. In any event, some kind of pre-campaign review of agency needs is necessary in order to determine the campaign goal.

Year-Round Campaign Planning and Organization

By GERALD S. CHANDLER

Executive Director, Hamilton Community Chest



Gerald S. Chandler

DO YOU know who the campaign chairman of your community chest is going to be three years from now? Do you know who is going to head up your women's team division next year and the year after, or are you running around frantically in August or early September trying to complete the key positions in your campaign organization?

If you have not already done so, you can save yourself a lot of worry and headaches by putting into effect a plan which we have found very successful in Hamilton, namely, by inaugurating a two year term of office for your campaign chairman and all divisional chairmen, with vice-chairmen who definitely understand that they are to take over when the time comes for them to do so. Naturally there are emergencies when someone has to step down but the gap or gaps to be filled are minor compared with a complete change of organization.

We have found a very good response on the part of our leading citizens to this plan. They realize that they have a responsibility to the community by taking part in

the Chest campaign and under this plan they know definitely just what is expected of them. During the two year period when serving as a vice-chairman not a great deal is required, but an opportunity is given to become familiar with the detail of the organization. This period of preparation is extremely valuable when the chairman assumes his leadership responsibilities later.

This plan of succession in the campaign organization has proven so successful that we have also carried it through in electing officers for the Community Chest and Council of Social Agencies' boards. Having a definite two year term avoids the embarrassment that sometimes arises, widens the interest in the program, and keeps new blood coming along. A definite term of service for each board member at the conclusion of which he is not eligible for re-election also is a good device to spread the knowledge of the chest and its purposes throughout the community.

One of the principal advantages of the continuous campaign leadership plan outlined above is that an early start can be made each

year in planning for the fall campaign. No time is wasted in scouting around to fill major positions, the campaign portfolio can be opened up in January and preliminary planning commenced. Lists of subscribers and prospects are checked over and the record of the canvassers is scrutinized. Decision is then made on what personnel changes would be advantageous.

Many ideas for improvement in the campaign organization come to light early in the year. It is near enough to the last campaign for most of the failures and difficulties to be fresh in the mind and far enough from the next campaign to allow time for exploring various suggestions. During the spring months periodic meetings are held between the general chairman and his divisional chairmen to review the preliminary plans and a general meeting of all chairmen and vice-chairmen is held before the summer. The staff maintains contact with the divisional chairmen during the holiday season so that everything will be in readiness to swing into action early in September.

The routine of preparation of cards for contributors and prospects can be started in May or earlier, with extra staff being engaged in June, July, and August so that all possible details can be cleaned up by September 1. Most chest executives find that there is plenty of detail work to do in the last few weeks despite their best preliminary efforts.

A brief reference to some of the divisional organization and its pre-

liminary planning might be of value. During the spring and summer months much preliminary work can be done away from the pressure of late September.

The special names or advance gifts committee has a good opportunity to appraise some of the contributions of the previous year and map out some plans for strategic approaches to large corporations. The employee division can stimulate the establishment of new employee funds, providing suggestions for the type of constitution that should be adopted and the form of pledge card, acknowledgment to the employee, etc. Appointment of key-men can be secured during the summer.

The women's teams division finds the spring months excellent for the opening up of new areas to be canvassed and the building up of community teams of key-women in these districts. Surveys of these areas are also made to determine what streets should be canvassed house-to-house, where city directory slips would be valuable, etc. Our men's teams division handling the downtown canvass has a permanent executive committee and selects its own chairman. Much thought is given to personnel and an early sign-up of prospective workers is made. A thorough-going appraisal of prospects and contributors is carried on during the summer and plans drawn up for the instruction and stimulation of canvassers.

The commercial division, which handles groups such as bakeries, dairies, printers, hotels, etc., is

planning to augment its personnel considerably and the out-of-town division has added many names to its list and increased the number of canvassers for local contacts. An earlier mailing of the initial letter was decided upon in order that the bulk of the out-of-town contributions might be in at the start of the campaign.

The publicity committee finds the spring months valuable to discuss the new ideas suggested by the Community Chests and Councils Division of the Canadian Welfare Council also the Community Chests and Councils of America, and the speakers committee finds the summer season an opportunity to revise its manual of speakers' material. Letters and return post-cards are prepared for mailing early in September to organizations, clubs, societies, church groups, etc. asking for the opportunity to speak for a few moments at the opening meeting.

The summer months are also used for the study of budget

estimates, and while it might seem that the preparation of a budget six months in advance of the actual year when it goes into effect would be difficult, it has been found that reasonably good figures can be arrived at in June, when there is time for the necessary meetings. Our practice for some years has been for sub-committees of the budget committee to visit the agencies' premises and talk over the budget requirements with officials of the agency. Adjustments in the amount requested are frequently made, and when the sub-committee is satisfied that the request is reasonable and can be justified it is then ready to present the request to the full budget committee on behalf of the agency.

In general terms then, the year-round campaign organization and preparation enables the executive and his staff to be on top of the job instead of the job pushing them. One gets that frantic feeling in the latter part of September anyway.

SUPPORT THE RED FEATHER

SUPPORT for the community chest campaigns across Canada is urged by Robert A. Bryce, president of The Canadian Chamber of Commerce. "Through community chest Red Feather campaigns the individual citizen is offered an opportunity to contribute to a number of worthwhile voluntary welfare efforts in the community," he says.

Nearly 800 social welfare agencies are supported by community chests and welfare federations. All these must look to private contributions for their annual maintenance. "The support of these voluntary drives is one of the best ways of serving the community and consequently the country in which we live," Mr. Bryce said. —*NEWS LETTER* issued by The Canadian Chamber of Commerce.

This publication has a circulation of more than 10,000, reaches all daily and weekly newspapers, radio stations, Members of the House of Commons and Senate, the Chamber's 2100 company members, 650 Boards of Trade and Chambers of Commerce, professors and students and many other individuals. —*Editor*



Leslie C. Powell

How the Public Relations People See It — Montreal's PR Problems

By **LESLIE C. POWELL**

Director, Public Relations, Montreal Welfare Federation

OUR greatest public relations problem in Montreal is caused by the lack of a public assistance program, followed closely by the fact that we are one of four federations—each making its own annual appeal.

For example, more than \$3,000,000 was collected by the four federations last year of which Welfare Federation took approximately \$1,200,000. The public may wonder why we require so much. The answer is the lack of a public assistance program by the City of Montreal, thereby requiring the Federation to do much of the work in the family welfare and child care

fields that is done by other municipalities.

The Family Welfare Association alone last year received well over \$300,000 from the Federation, while the Children's Aid Society and Protestant Foster Home Centre received more than \$200,000—and these are but three of our 30 Red Feather services.

Too, much of the community chest type of appeal—"Everybody benefits, Everybody gives"—cannot be used when each of the four federations bases its appeal for funds on sectarian grounds, although Welfare Federation does supply a number of services in the non-sectarian field.

Ottawa's Asset

By **FREDA FRIPP**,
*Public Relations Secretary,
Ottawa Community Chests*

OUR greatest asset in developing our public relations program is the active interest and goodwill of key people in the publicity field. We have found that attainment of this end is furthered by willingness on the Chest's part to meet the requirements of the various types of media we seek to use and thus facilitate the con-

tribution that can be made through these channels. It also involves recognition of limitations in the assistance that can be given due to policies or conditions of work different from our own. In short, it means that an attempt by the Chest itself to practise good public relations is the most important factor in obtaining support. By

endeavouring to carry out this policy to the best of our ability, particularly in dealing with the press and radio, our two main lines of communication with the public, it has been possible to enlist the help of leaders in these fields which has been invaluable in developing

our publicity program. Their exceptional co-operation in campaign publicity planning and year-round interpretation of Red Feather services has resulted in better understanding of the Chests and their member agencies.



Hugh H. Harvey

How They Do It In Vancouver

By HUGH H. HARVEY

Public Relations Secretary,

Community Chest and Council of Greater Vancouver

PUBLIC relations is a process, all-embracing and continuous. Publicity is one of the necessary tools.

Realizing that publicity and public relations are indivisible, yet recognizing that both require special emphasis, we re-organized our set-up so a year-round public relations program could be carried on free from the sometimes subjective publicity demands of a hard-fought financial campaign.

Qualitative and quantitative control of publicity, both campaign and year-round, was achieved by organizing a public relations committee, the chairman of which was appointed by the board of directors. The chairman in turn appointed four qualified social workers recommended to him by the social planning committee, and, in consultation with the public relations

department, four lay people skilled in public relations.

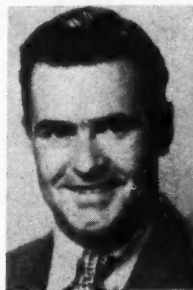
One of the four people appointed by the P.R. chairman becomes vice-chairman of the P.R. committee and chairman of the campaign publicity committee. Committees on labour participation and schools, presently operating under the campaign publicity committee, will be brought directly under the P.R. committee early next year.

Basically, we in the Community Chest and Council desire two things of the public: to understand and have an appreciation for the work of the private agencies; and, to support these agencies.

We believe such results can best be attained by centralizing policy-making and overall planning and decentralizing the job of carrying out the policies and plans decided upon.

Symbol of Service

By **BAS McLAUGHLIN**,
*Acting Public Relations Director,
Community Chest of Greater Toronto*



Bas McLaughlin

RED Feather services have only one thing to sell the public—SERVICE. The community chest and welfare council must convince contributors they are not giving to the chest, but through the chest to Red Feather services, and through the services to their community.

Wherever a community chest or welfare council operates the most important and effective public

relations tool is the application of three words—"Symbol of Service."

The community chest, welfare council and all Red Feather services have the task of convincing the contributing public that Red Feather services are functioning not as charitable institutions but as essential community services designed to make the community a better place in which to live and work.

Winnipeg's PR Triad

By **RUTH P. CAWKER**
*Public Relations Secretary,
Community Chest of Greater Winnipeg*



Ruth P. Cawker

ONE OF the most important aspects of public relations of Winnipeg's Chest and Council is promoting the basic fact that we have an effective consolidation of 28 separate appeals.

We stress too that Chest agencies give efficient service and that through the Welfare Council's

coordination, waste in community welfare is prevented.

Our publicity also emphasizes the budgeting system. Before setting our objective, every phase of Chest activity is examined by citizens whose sole aim is to see that money donated is wisely spent.

Campaign Meetings

By W. THOMPSON

Executive Secretary, Community Chest for Welfare, Sarnia, Ont.

CAMPAIGN meetings, if properly organized, act as the spark plug to your community chest drive. But where they have not been previously used, they are sometimes difficult to sell, owing to cost, work involved, and time required. However, anything worthwhile involves all of these.

The campaign should be started with a dinner meeting. Industrial or business firms should bear the dinner costs, and the public must definitely be informed that chest funds are not used for that purpose.

As nearly as possible 100% attendance of canvassers should be secured and all of them should be called personally by telephone.

Everyone likes a figure to shoot at and some friendly rivalry, so at this meeting objectives should be announced for each team.

Meeting should be short, snappy, pure business, and instructive, with a good local speaker if possible.

Drive should start the day following the opening dinner meeting, while inspiration and enthusiasm are at their height.

The number of report meetings depends on your campaign plan. I have known campaigns of one week's duration to have a report meeting at noon every day.

In Sarnia the opening meeting was on Monday evening; first re-

port meeting the following Friday and one week given for final reports, making the campaign of ten days' duration. Despite the worst kind of winter weather and many people in the south on vacation, 95% of the objective was reached in these ten days.

We believe the campaign can be done in ten days as easily as ten weeks.

Some fun in the way of prizes was introduced into the last meeting to break the monotony.

BE SURE

—To get a large percentage of canvassers to all meetings, assure them of a short meeting finishing in time for other engagements. Emphasize starting on time—6.15—and start then!

—To have tables attractively set with flowers, separately by teams.

—To have tables full. Know how many are to be present on each team and hand the list to the hotel.

—To have suitably arranged blackboard with an auditor in charge to record objectives and results. Captains arrange their team reports while meal is in progress to save time. A captain needs merely to transfer each sub-captain's completed report to his master sheet and total same—a matter of minutes. Important feature of the meeting should be the brief verbal reports of each campaign division.

—To have meeting adjourned not later than 7:45.



S. T. Hopkins, C.G.A.

Keep It Simple In a Small City

By SIDNEY T. HOPKINS, C.G.A.

Mr. Hopkins, C.G.A., C.P.A., (Certified General Accountant, Certified Public Accountant), is in public practice in Oshawa and is Secretary-Treasurer of the Greater Oshawa Community Chest which has 16 member agencies.

YES, WE ALL agree that a community chest drive is the *only* way to raise the necessary funds for the needs of the social agencies of our community. But if your community is comparatively small, as ours is, then you cannot set up a permanent staff for the job of administering your chest operations, that would take too big a slice of the funds raised.

Perhaps you are the local banker, the business man, the public accountant or the lawyer who has been approached to be secretary-treasurer of the local chest. You are already busy or you wouldn't be the man to ask, you know that you must keep costs to a minimum, that as much of the funds raised as possible must reach the treasuries of the agencies. This is the way we go about the details of chest operation in Oshawa. It is not necessarily the best way, it certainly isn't the only way, but, for us, it works.

The first thing that is needed is a list of those to be canvassed. It can be prepared well before the campaign dates. If it is your first campaign the list will have to be prepared from the city directory,

the telephone book, and from information gleaned from such organizations as the local Chamber of Commerce or Board of Trade.

We prepare our lists in quadruplicate on foolscap paper double spaced. The lists are divided under the following headings according to our campaign organization:

- (1) Large factories
- (2) Small factories, garages, laundries, etc. (less than 50 employees)
- (3) Special Names
- (4) Schools and civic employee groups
- (5) Financial (insurance agencies, banks, stock brokers)
- (6) Retail stores
- (7) Professional (doctors, lawyers, accountants)
- (8) Home

It should be pointed out that we try to reach every employee at his place of employment and that calls are made only to those homes where it is known that self-employed people, such as carpenters, corner-store owners and the retired live. A house-to-house canvass is not made. The canvassers have no blank calls. They know whom they are out to see.

The lists give the name of the

call, the address, the contact person in the case of industries, and the amounts received in the past two campaigns from the same prospect. The last column is left in order to fill in the amount received in the present campaign.

As soon as these lists are prepared, subscription cards are typed with the name and address of each prospect and the page number of the list on which the name appears. In the case of those places listed which have employees, the approximate number of employees is determined and sufficient subscription cards set aside for each employee as well as one for the firm itself. In the larger factories, the firm may be a special name with the employees only covered by the factory list.

A team captain is appointed for each of the groups listed above, and he in turn appoints his canvassers. Each team captain receives two copies of the lists for his group, together with the subscription cards, and an envelope for each canvasser, together with a permit, red feathers, a list of instructions for turning in funds to the treasurer's office, and publicity material for the canvasser. The captain divides the lists between his canvassers, giving them one copy and retaining one copy, gives them their subscription cards with the names and addresses already filled in, and their other material, and with some words of advice and encouragement, the canvassers are ready to go.

The subscription card has a

receipt attached which the canvasser signs on behalf of the treasurer and gives for cash payments.

Whenever the canvasser has funds to turn in he reports to the treasurer's office (or to his team captain who reports for him) with his subscription cards and cash. The cash is counted out, checked against the cards.

A columnar cash sheet is kept which shows the amount turned in, and by whom. Further columns show the amount pledged on the cards turned in, and amounts received against pledges. On this same sheet, which has some twenty columns, receipts and pledges are broken down by teams, so that it is known at all times how much has been turned in by each team, balanced back to the total.

As bank deposits are necessary, the cash in the cash drawer is added, balanced to the cash book which is then totalled to agree with the deposit and the deposit made. The subscription cards are turned over to a typist as received and from them she types a list in triplicate showing the name of the donor and the amount contributed in three columns, the first giving the amount subscribed, the second showing the cash contributions and the third the pledge contributions, the last two balanced to the first. One copy of this list is passed to the local newspaper promptly for listing of contributions. The list is totalled page by page and balanced to the cash book. The other two

copies are kept in the office, one for ready reference and one for file.

From one copy of this list and the subscription cards, entries are made on the master list of calls showing the amounts subscribed to the current campaign. (This list is used for prodding slow canvassers, spotting weak spots in contributions, making sure all calls are covered.) It is important that this list be kept up-to-date so that team captains may review it daily, to see how their teams are reporting.

This master list, by the end of the campaign, is also the basis for next year's list. The only changes are additions of new people and firms in the community and deductions for those that have left since the last campaign.

The subscription cards are filed alphabetically in two files, donations under \$10 and over \$10. The file of subscription cards of \$10 and over are then ready for typing of official receipts, which can be done after the campaign is over. Official receipts are not given for donations under \$10, the attached receipt on the subscription card is marked to be used for income tax purposes and, therefore, rendered official. The number of the official receipt is marked on the subscription card and returned to file in case of inquiry at any future date.

For industrial canvassing, companies are supplied with a reporting sheet on which they list the clock number, employee's name, total subscription, cash, and for payroll deductions the pay dates and

amounts to be deducted each payday. Each time the company forwards cash to the treasurer's office, they accompany it with a reporting sheet in duplicate. One copy is receipted and returned to the company for its records. The company then keeps the subscription cards as their permanent authorization for deductions made.

Team captains are required to submit lists of canvassers so that invitations to the canvassers dinner may be sent and letters of thanks sent them after the campaign.

All expenditures are made by cheque, and all funds received deposited. For accounting, a simple bank journal is kept showing the deposits balanced to the cash book record of receipts, and the record of cheques issued and whether for distribution of funds to agencies, for publicity expenses, or for administration and supplies expense. An accounts receivable ledger for pledges is maintained.

Use your agencies' staff wherever possible. Some of them have permanent secretarial staff who can be borrowed for a few days at campaign time, or to type the lists before the campaign. During the campaign itself, be sure you have sufficient staff to see that the canvassers are not kept waiting and that lists can be kept up-to-date, so that the team captains know how their teams are doing and indicators can be kept moving upwards without lagging behind.

Toronto Surveys Its Child Welfare Services

IN THE April issue of **CANADIAN WELFARE** a brief reference was made to the fact that a survey of child and family welfare services was in process in Toronto. The report of the survey director has now been released for study and comment. In it are a number of ideas of importance, not only to the Toronto agencies who courageously initiated the survey, but to similar agencies in other Canadian cities.

Fifty-six organizations, of which forty were Red Feather agencies, participated in the survey. The survey staff, under the leadership of William D. Schmidt, executive director of the Children's Services, Cleveland, included specialists in child placement, family welfare, day care, children's institutions, vocational guidance, mental hygiene, older persons, and public welfare. Preparing the way for, and working in partnership with the staff, was a central survey committee composed of lay and professional people under the chairmanship of Mrs. H. J. Cody, a distinguished Toronto volunteer. This committee was supplemented by two working committees composed of agency representatives, one committee on services to adults and the other on services to children.

As originally conceived by the Welfare Council and the Community Chest, and as subsequently approved by the survey committee, the purpose of the survey was to

cover such questions as the adequacy of existing services, and the identification of strengths, weaknesses, gaps, and duplications in the present program, as well as to ascertain how improvements could be made. It was to review the relationship between public and private services in the child and family welfare field, and to determine the division of responsibility between them for financial support and areas of service. Finally it was to establish priority of need, and insure to the community the most effective and economical use of contributions to private social services.

Related to the survey committee and the survey staff, in consultative roles, were the Canadian Welfare Council, the Community Chests and Councils of America, and the four international organizations active in the fields of family welfare, child welfare, mental health, and public welfare.

In a city of over a million people, where the social services have been growing for the past hundred years, a survey is a difficult undertaking. A three-way approach to the job was made. First of all, and fundamental to the success or failure of the survey, a self-study was undertaken by the participating agencies. Secondly, and on the basis of the material provided by the self-study, an appraisal of these agencies by outside specialists was arranged. This is the report now made avail-

able. The final stage is to be the study by the survey committee of the finding and recommendations of the survey staff. This third stage will be occupying Toronto lay and professional people during the next few months. The voluntary putting into effect of the suggestions in the survey is envisaged as a five to ten year job, in which staff and boards will be involved, although individual agencies say they are already implementing some of the ideas which developed from the self-study and the comments of the specialists.

What in the survey is of interest to the rest of Canada? Actually, the principles behind the specific recommendations are valid and useful in the operation of every public and private agency regardless of size and location. Here are some of them briefly stated.

1. The effectiveness of public and private welfare services can be measured by the degree of success they have in maintaining human dignity and initiative.
2. Adequate assistance, immediately available and in the hands of competent and trained staff, leads to early reestablishment of individuals and families and reduces sharply the number who become a continuing responsibility.
3. The government is responsible for providing the basic necessities of life for all persons in need.
4. The government is also responsible for the financial burden of supporting neglected and dependent children, with private agencies rendering supplementary services not provided by the government. Public responsibility

for day care services is indicated, with suggestions that private day nurseries concentrate upon experimental and demonstration programs.

While increasing governmental assumption of responsibility for providing basic needs is evident, the report says it is apparent that governmental failure to provide an adequate program is responsible for many of the calls on private agencies. Especially is this apparent in the problems which can be attributed to inadequate unemployment insurance benefits, the lack of a program of relief for the employable unemployed, and the shortage of suitable housing accommodation. Family agencies have suffered particularly from the lack of an adequate public program for the provision of basic needs. Children's agencies have been handicapped by the confusion about the appropriate role of government in protecting and caring for children.

Recognizing the inevitable increase in agency costs, but underlining the sharp improvement in the quality of service which would result, the report emphasizes the importance of securing adequately trained case-work staff at salaries sufficient to attract and hold good workers. It also lays stress on the need to improve the quality of agency supervisors, and the value of planned opportunities for further training for staff members, trained and otherwise, who are already on the job.

The need for case-work services for the aged is such that family agencies should expand their staff

and programs, to enable them to give increased service in this field. Services such as the Second Mile Club, a recreation agency for the aged, and Illahee Lodge, a holiday centre for older people, are encouraged to extend their work.

Agencies are urged to study the division of work between family and child care organizations in the field of protection, and also in placement where work with the family continues.

Child-placing agencies are urged to undertake more adequate study of the child and the foster home in order to reduce the suffering of the child through re-placement and to avoid the loss of useful foster homes as a result of unskilled service. Skilled intensive work with families may make placement unnecessary, or may shorten the time for which it is required.

The report suggests the development of a preventive mental hygiene program, and discusses the problems of personnel in this field. It points out that a challenging program may attract well qualified persons and recommends close co-operation with existing university facilities, and the provision of training funds. The need for a residential treatment centre for disturbed children is discussed, and a warning given that it should not be established until adequate skilled staff is available. The need for a community-oriented psychiatric clinic is recognized.

The importance of vocational guidance as a preventive service is

emphasized, and ways and means of setting up a vocational guidance service are suggested.

The Toronto Welfare Council, as the central planning body, is encouraged to study the possibility of establishing a community councils division, to provide the means whereby workers in agencies in specialized fields, such as adoption, may come together to discuss their methods and standards, and also to give leadership in the resolution of a number of problems uncovered by the survey.

The report also looks at the question of whether certain agencies should be in receipt of Chest funds at all, whether they should seek support from their own special constituencies, or discontinue a duplicating service.

In the process of self-study, and in the conferences with the specialists, agencies have become aware of many of their own problems, and some have already started to put the ideas into practice or to search for solutions. In addition to the main report, each agency received an individual report on its own work. However, no survey is completed by the presentation of a report, and much work remains to be done by the survey committees, and more by the Council and the boards and staffs of the participating agencies. The problem now is to sort out the ferment of ideas which the survey process and the director's report has produced and to take action accordingly.

ACROSS CANADA



Multiple Appeals Questionnaires

The Vancouver Board of Trade has sent out 1,000 questionnaires in order to get a cross section of public opinion on the multiplicity of health and welfare financial appeals. If public response comes up to the expected scale, the Board hopes to go into the whole question at its meeting this month.

Analyzing the Need for Homes

The University of Toronto School of Social Work is conducting an experimental study on housing needs at the request of the Central Mortgage and Housing Corporation, which has granted \$9,000 for the purpose. Field work on the study was completed during the summer in Brantford. The project is under the direction of Dr. Albert Rose, assistant professor of social work, who is assisted by Jacob Spelt, lecturer in the University department of geography, and six graduate students in social work, sociology, and industrial relations. The study is designed to develop techniques of analyzing housing needs in Canadian communities which desire to participate in the Dominion-provincial housing program.

Rehabilitation of Mental Patients

British Columbia is pioneering a new development in mental health in Canada with the establishment of a rehabilitation service for male patients discharged from the provincial mental hospital at Essondale. A grant from the Department of National Health and Welfare provides for the salary of a rehabilita-

tion officer who will work with the medical director of the mental hospital and with the National Employment Service in obtaining suitable jobs for discharged patients. The rehabilitation officer will also provide guidance services to assist in preventing a recurrence of the patient's illness.

Vancouver Editorial Campaign

The Vancouver *Sun* has been carrying on an extensive editorial campaign to have the rate of social assistance payments raised. At present unemployable single persons are receiving \$35 a month, couples \$50 a month. The provincial government bears 80 percent of the cost. The paper has been running a steady succession of editorials, practically one a day during the summer, many of them with provocative and challenging titles such as "Our Starving Poor," "Feed Our Helpless," and "Short-Changing the Poor."

Armed Services Welfare Needs

The Defence Research Board has asked the University of Toronto School of Social Work to carry out a research project on the welfare problems and services of the armed forces. The director is Professor Charles E. Hendry of the School. Joseph E. Laycock is research associate and assistant director. Mr. Laycock has recently completed work for a doctor's degree at the School of Social Service Administration, University of Chicago. He has worked for the Canadian Welfare Council and was assistant professor at the McGill School of Social Work.

**Counselling
Course For
Employment
Officers**

For a period of seven weeks, beginning in June, twenty specially selected officers of the National Employment Service from all parts of Canada took a course on counselling, directed by Professor John S. Morgan of the University of Toronto School of Social Work, and with instruction from other members of the University, the Employment Service, and other organizations. According to the University, the course marks the first occasion on which Dominion civil servants have been released in a group, on salary, for a substantial period of study in a university. In many respects the course was experimental, with the idea that it might show the way for other training projects. All sessions of the course were recorded and it is planned to use much of the material in connection with the regular in-service training program of NES.

**Atkinson
Charitable
Foundation**

Two grants totalling \$110,000 were announced last month by the Atkinson Charitable Foundation in Toronto, one of them being \$10,000 to the Clinic for Hard-of-Hearing Children at Toronto's Hospital for Sick Children. It is the third grant the Foundation has given the Clinic. The other grant of \$100,000 will make possible an immediate start on a two-year demonstration course in nursing at Toronto Western Hospital. The Atkinson Charitable Foundation was established by the will of the late Joseph Atkinson, owner of the Toronto *Daily Star* and *Star Weekly*. The Foundation is managed by trustees appointed by Mr. Atkinson and is supported by profits from the two newspapers. Recently \$3,000,000 was transferred to it as a capital fund.

**Nora Frances
Henderson**

The Ontario Association of Children's Aid Societies has established a memorial scholarship at the University of Toronto School of Social Work in the name of Nora Frances Henderson, the late executive-secretary of the Association.

**Housing
Projects**

Newfoundland, Canada's newest province, will be the first to benefit from amendments to the National Housing Act, passed last year, which set out terms for Federal-provincial participation in publicly assisted housing projects.

Under an agreement between Central Mortgage and Housing Corporation, operating agency of the Federal Government in the housing field, and the Province of Newfoundland, a subsidized low-rental housing project consisting of 140 units is to be built at St. John's, the island's capital.

In Ontario, the new plan of assistance by the senior governments has brought about agreements for the development of serviced land for residential construction at London and Windsor. Some 133 acres of land are to be prepared for housing at London while 80 will be serviced at Windsor. Both cities will handle the contracts for the work and supervise development of the land, which will be made available as lots to builders and prospective home-owners at approximately cost price.

Other projects being negotiated under the Federal-provincial plan include a 200-unit low-rental housing project for Vancouver and a 100-unit development to be built at the Rifle Range at Saint John, New Brunswick.

The above statement by the Central Mortgage and Housing Corporation corrects the errors in July WELFARE, pp. 41-42, re Housing Projects.

—Editor

ABOUT



PEOPLE

Winona Armitage, who has been placing the boys of Fairbridge Farm School, near Duncan, B.C., in foster homes prior to the closing of the school (exchange difficulties), has been appointed executive director of the Children's Home of Winnipeg.

Walter W. Blackburn is now supervisor in the Edmonton Department of Public Welfare, under Commissioner Stewart Bishop.

Myrtle Rowena Smith of Weston, Ont., has received one of three \$1,200 Princess Alice Foundation scholarships. Miss Smith is a graduate of the University of Toronto and now plans to go into social work, specializing in group work. The Foundation awards scholarships each year for the training of youth leaders.

A. S. Mayotte of Montreal has been appointed psychiatric social worker on the staff of Verdun Protestant Hospital, the first time such an appointment has been made. He was previously probation officer of the Montreal Juvenile Court and is a graduate of the McGill School of Social Work. **Myles MacDonald**, also a McGill School graduate, is starting work this month for the Council of Social Agencies of Greater Winnipeg. He will have special responsibility for the recreation and health divisions.

Hon. MacKinnon Phillips, M.D., of Owen Sound is now Ontario Minister of Health. He succeeded Hon. Russell T. Kelley, who resigned his cabinet post because of illness.

Jessie Casey of Halifax has been appointed assistant supervisor of the

provincial Department of Welfare at Sydney. Miss Casey had previously been a field worker of the Department in Halifax. She graduated from the Maritime School of Social Work in 1948.

C. W. Gilchrist is no longer Director of Information Services in the Department of National Health and Welfare but is managing director of the Canadian Good Roads Association. No successor has yet been appointed and assistant director **F. W. Rowse** is at present in charge. **T. Spencer Meyer**, who was Director of Public Relations for the Community Chest of Greater Toronto is now executive secretary of the Neighbourhood Community Chest Association in Passaic, N.J. **Bas T. McLaughlin** is acting in Mr. Meyer's place. Another PR change will come in late autumn when **Leslie Powell**, Director of Public Relations for the Welfare Federation of Montreal, leaves to work with the Canadian Red Cross.

Hon. Milton F. Gregg, V.C., the new Minister of Labour, takes over the Department on its fiftieth anniversary. Another Cabinet change of interest to social welfare people is the appointment of **Hughes Lapointe, K.C.**, as Minister of Veterans Affairs. M. Lapointe, a lieutenant colonel in the last war, is under 40 and is one of the youngest ministers in the Cabinet.

A number of items from the University of Toronto School of Social Work—**Alan Klein** has been promoted to associate professor and **Opal Boynton** to assistant professor. **Reba Choate**, recently professor of public welfare administration at the Nashville

School of Social Work, has joined the faculty as associate professor and director of field work. She takes the place of Leona Massoth, who has resigned to return to the United States. Other newcomers from the United States are **Dr. John V. Machell** and his wife Lecie. Both are joining the staff, **Mrs. Machell** as assistant professor to teach the case work courses previously offered by Emily Hatch, and Dr. Machell to fill a new position of research associate and lecturer and to direct a special study of the socio-

economic aspects of mental health. Miss Hatch has gone to Tulane University, New Orleans, as assistant professor of social work.

Dr. Lotta Hitchmanova, executive director of the Unitarian Service Committee of Canada, has been decorated with the gold medal of the French Red Cross for her service on behalf of the war-disabled children of France. Dr. Hitchmanova spent the summer on the continent studying needs for USC supplies.

BOOK REVIEWS

RELIGION AND SOCIAL WORK, by Shelby M. Harrison. Federal Council of Churches of Christ in America, 297 Fourth Avenue, New York 10, N.Y. 19 pp. Price 15 cents.

Shelby Harrison's delightful reference to Rabindranath Tagore's visit to the Henry Street Settlement forms an appropriate introduction to the reprint of his paper which was presented at the 1949 National Conference of Social Work. In *RELIGION AND SOCIAL WORK*, the former Director of the Russell Sage Foundation and Chairman of the Christian Social Relations Department of the Federal Council of Churches presents the perspectives and common denominators of each and leaves the reader wondering why so many social workers of the past twenty years and more have dismissed the importance of religion in the lives of people as an outmoded and reactionary influence, and also why so many people working in the name of religion have regarded social work with suspicion and distrust.

Mr. Harrison indicates his belief that the basic philosophies of those who have built secular social work have consciously or unconsciously been motivated by the Judeo-Christian ethic. The social teaching of Judaism, as indicated in early Hebrew writings and its further development and enrichment in the Christian Gospel have established social principles of universal application. "The present ills of man," says Mr. Harrison, "will not be solved by philosophy, however wise. Social work needs religion's insight into the worth of the individual and the high goals of life. Religion needs the skills and the tested techniques of social work. If these two great forces can be joined, we shall be on the road towards a solution of many of our major problems."

Social workers will find this analysis of relationship between their profession and religion an interesting and thought-provoking one, and Churchmen will read here much useful material for the building of a closer partnership and

stronger links between all who seek to fulfill the old and new commandments in this modern age.

NORA LEA,

*Protestant Children's Homes,
Toronto, Ontario.*

FAMILY COUNSELING: PRACTICE AND TEACHING, by Frances Taussig, M. Robert Gomberg, Frances T. Levinson. Jewish Family Service, N.Y., N.Y., 1949. 48 pp. Price \$1.00.

This small pamphlet appears at a time when there is considerable controversy over what constitutes psychotherapy and who is to do it, and indicates one trend in the field of social casework. It contains three papers presented at the 75th anniversary conference of the Jewish Family Service.

The first of these, "Administration for Service to Families", was given by Miss Frances Taussig and presents the basic philosophy on which the agency program is built. Miss Taussig re-emphasizes the preventive aspects of family casework and points out that effectiveness of a family counseling service is based upon a guarantee to the family of "minimum protection against the inevitable menaces of our time to health, economic security and living standards". The public welfare services are the first line of defense against family breakdown and deterioration, and the private family agency carries a responsibility for helping "to safeguard the existing public welfare services, to prevent the destruction of their hard won, precariously established standards, and to expand their quality and scope to the limit of their potential significance". In reference to her own agency, Miss Taussig emphasizes the expense involved, requiring broad community support and the maintenance of a high quality of service to the com-

munity. She points out the need for a stable staff, adequate and competent supervision, professional incentives in the way of financial compensation and good working conditions, efficient administration and an enlightened, convinced board.

In the second paper, "Principles and Practices in Counseling", Mr. Gomberg shows the casework process in operation through the detailed summary of a case.

While he does not include in his paper any discussion of the subject, it seems evident he is using the psychoanalytic method in his treatment of clients. It is true he is not following the traditional method, but rather the briefer methods described by Alexander and French in their book, *Psychoanalytic Therapy*, but it brings up the question: "Whither casework?" Is the caseworker to become the poor man's analyst? If so, under what conditions and with what safeguards should such practice be carried on?

The third paper in the series, "Principles and Practices in Supervision," by Frances T. Levinson, answers some of the questions raised by Mr. Gomberg's presentation and poses others.

Miss Levinson ascribes a triple role to the supervisor—that of administrator, teacher, and therapist. As administrator, the supervisor assumes responsibility for seeing the client receives agency services in sufficient quantity and quality to meet his need. This involves a broad knowledge of the agency and its ways of working, as well as the ability to impart this knowledge to the various counselors and to enable them to use it in the interests of the client. In her role as teacher, the supervisor not only adds to the body of knowledge of the counselor, but she also teaches method — how to secure a better picture of the client, how to look for

and interpret the subtle aspects of behaviour manifested during the interview, how to help the client in the use of the relationship. The third aspect of supervision involves therapy—how to help the counselor “integrate his technical training and knowledge with the intuitiveness and sensitivity he has achieved from the store of his own life experience”, how to help the counselor free himself to see himself and his client as they are and “to be the agency through whom the client reaches toward his solution”.

The aim of all agencies is to employ emotionally mature and professionally competent personnel, but since most social workers do not start practice completely equipped for the job, the employing agency takes the young worker as he comes and tries to develop him into a competent practitioner. Perhaps agencies such as the Jewish Family Service are blazing a trail in professional education which the schools need to examine and evaluate more fully than they have at this time.

HELEN WOLFE,
University of British Columbia

OUR NEIGHBOURHOOD. A Handbook of Information for Community Centres and Associations. The National Council of Social Service, London, England, 1950. 108 pp. Price 4/6.

This book is intended as a guide to persons interested in organizing and maintaining community centres in urban areas. As background to the practical material on how to organize the community and set up community associations, the first chapter gives a comprehensive statement on the evolution of the community centre from 1885 to the present in Great Britain. The historical perspective and philosophy should be most helpful to the Canadian.

The book gives useful information on the details of organizing meetings, con-

stitutions, neighbourhoods difficult to arouse and unify, and relationships of centres to existing recreational agencies and bodies. One chapter is devoted to the actual building plan and management, one to activities and program, one to staff, and one to administration.

Any worker or lay person concerned with neighbourhood work, recreation, and community organization will find this handbook a valuable source of suggestion. It tells how to proceed as well as why and points out the direction as well as the pitfalls. The material is entirely adaptable to the Canadian scene today.

ALAN F. KLEIN,
*School of Social Work,
University of Toronto.*

WORKSHOP REPORTS OF THE 1950 ANNUAL MEETING, AMERICAN ASSOCIATION OF SCHOOLS OF SOCIAL WORK.

These reports are available from the national office of the Association, 1 Park Ave., New York 16, N.Y., separately at prices indicated or in a complete set at \$3.50 (U.S. funds).

- a. *Testing the Product of the Schools by the Performance of Graduates.* 40 cents.
- b. *The Cultural Component in the Social Work Curriculum.* 50 cents.
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- g. *Methods in the Teaching of Social Casework.* 85 cents.
- h. *Criteria for Evaluation of Method in Teaching Social Group Work.* 40 cents.
- i. *Community Organization.* 35 cents.
- j. *A Program of Professional Education and Staff Development for the Public Welfare Field.* 50 cents.

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There is no wealth but Life. Life, including all its powers of love, of joy, and of admiration.

That country is the richest which nourishes the greatest number of noble and happy human beings; that man is richest who, having perfected the functions of his own life to the utmost, has also the widest helpful influence, both personal and by means of his possessions, over the lives of others.

—JOHN RUSKIN in
Unto This Last

